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**Healthcare Improvement Scotland**

**Job Description Reference: JD545**

**Title of Post: Associate Director Healthcare Staffing and Care Assurance Healthcare Improvement Scotland**

**Band: Band 8d**

**Reporting to: Director of Nursing and Systems Improvement (NSI)/ Deputy Chief Executive**

**Location: Glasgow/Edinburgh**

**1. Job Purpose**

This is a unique high profile and challenging national professional role. The Associate Director of Healthcare Staffing and Care Assurance for Healthcare Improvement Scotland will provide senior level strategic and managerial professional leadership across the organisation and externally with partners to ensure a national, data and intelligence-led approach to continuous improvement of care. The postholder is responsible for influencing national policy, developing organisational policy, service development and implementation to meet Healthcare Improvement Scotland’s responsibilities outlined in the Health and Care (Staffing) (Scotland) Act (2019). This post will support the development of a multi-professional quality management approach at national, health board/ IJB and clinical service delivery level. The post holder will work collaboratively with a range of professional organisations and governing bodies, including NHS boards, Health and Social Care partnerships, Scottish Government, professional and staff side organisations and improvement experts securing appropriate clinical and operational skills, knowledge and experience to deliver programme objectives.

The postholder is directly responsible to the Director of Nursing and Systems Improvement (NSI)/ Deputy Chief Executive. The post-holder will be required to deputise regularly for the NSI Director/Deputy Chief Executive and Associate Director of Nursing and Midwifery. The post holder will work with high levels of autonomy to oversee the strategic planning and delivery of programmes of improvement and assurance at a national level and provides expert clinical and professional advice.

The postholder plays a significant role in the internal governance of the organisation and is responsible for the leadership, development and delivery of the Clinical and Care governance framework, public protection arrangements, complaints and feedback processes, ensuring that the organisation meets its statutory requirements in these areas. Additionally, the post influences the quality and safety of care delivery in the wider Health and Care system and in independent healthcare. The postholder plays a vital role in providing expert professional and clinical advice and workforce expertise for programmes across the organisation, including HIS’s Emerging Concerns Group.

The post holder will have the authority and autonomy to act within the terms of Healthcare Improvement Scotland’s legislative powers in order to protect patients, services users and maintain public safety. This includes ensuring high level expert clinical advice to inform enforcement action in line with HIS’s operational and escalation framework where there is a serious risk to the health, wellbeing and safety of patients, the provision of safe and high-quality health care, and in so far as it affects either of those matters, the wellbeing of staff. The postholder will identify areas for improvement working with clinical communities and the medical and safety and evidence directorates to ensure HIS is meeting its legislative duty to improve the quality of care.

A key requirement for this post is the ability to work in a complex political emergent

environment providing advice, guidance and constructive challenge to Scottish Government

policy leads and senior leaders (including executives) across NHS Boards, IJBs, academic partners, professional organisations and regulators, third and independent sector organisations thereby influencing and informing policy development and strategic direction at national and local level thereby influencing and informing policy development and strategic direction at national and local level.

This role will improve the quality and safety of care for people, in all care settings within Scotland, by developing a quality management approach across all professional disciplines which integrates quality outcomes and safe staffing.

The post holder will be jointly responsible, in conjunction with the NSI Director/ Deputy Chief Executive and Associate Director of Nursing, for the delivery of the transformational change activity including any new structure and service redesign and change management.

The post holder will work closely with fellow Associate Director Colleagues across Healthcare Improvement Scotland to ensure effective integration and interfaces between the healthcare staffing and excellence in care programmes and the wider work of the organisation building a quality management system.

**2. Job Dimensions**

The post holder has a contributory influence and impact on the overall budget and policy for NHS Scotland through supporting the development of a national quality management sytem providing assurance and improvement in care and setting safe staffing levels across all professional disciplines which in turn, acts as a critical reference point for the improvement of the quality and safety of care and workload and workfoce planning.

The post holder will be required to establish and maintain effective working relationships and systems with a broad range of individuals and organisations. For example Scottish Government, territorial and special NHS Boards, the Care Inspectorate, Professional colleges and organisations, Staff side organisations , NHS Education Scotland, Public Health Scotland, and Higher Education Institutions.

NHS SCOTLAND budget:        £15.3bn

Healthcare Improvement Scotland budget:   £45m (approx)

Directorate Budget: £7m (approx.)

Unit Budget: £2.5m (approx)

Healthcare Improvement Scotland employees (WTE): 540

Employees (WTE) in directorate: 90.0 (Approx)

Unit (WTE): 31.0 (Approx.)

The post holder is responsible for budget of £2.5M (approx.) and physical resources within their line management and is an authorised signatory for purchase orders up to £10, 000. The post holder is accountable to the Director of NSI/ Deputy Chief Executive.

The post holder will have line management responsibility for approximately 31 WTE (approx.) with potential for additional growth in the future. The post holder will be a designated budget holder accountable to the Director of NSI/ Deputy Chief Executive for contributing to the development and monitoring of the Directorate budget.

The Associate Director Healthcare Staffing and Care Assurance Healthcare Improvement Scotland will provide senior management and senior clinical leadership expertise to the Director of NSI/ Deputy Chief Executive and will work with others to develop implement and monitor the delivery of Healthcare Staffing and Excellence in Care activities, ensuring that Healthcare Improvement Scotland meets its legislative duties as outlined within the Health and Care (Staffing) (Scotland) Act 2019.

Outcomes from complaints, assurance work and emerging concerns also have to be communicated to professional regulators, individuals and wider public relying on high levels of clinical expertise to ensure a clear focus on safety risks to the public. Key messages will also need to be conveyed clearly on social and published media. This requires the ability to translate complicated and often very nuanced findings, an in-depth knowledge of the professional codes and the context of practice translating this complex and often conflicting information into a clear message for the public and practitioners that is sensitive to the highly emotive nature of work being undertaken. This may include outcomes and learning from HIS’s monitoring compliance with staffing duties, inspections, complaints or outcomes from sharing intelligence work.

The post holder will be a credible leader at a national level with significant experience in managing complex relationships between stakeholders with competing priorities and in a context where they are often responsible for identifying agreed ways forward.

**3. Organisational Position**

Table to be inserted

**Role of the Organisation**

HIS is the national body responsible for leading on healthcare improvement in Scotland. Its remit & responsibilities are evolving according to the needs of the Scottish Government and advances in improving health & social care.

The professionalism, leadership and development in healthcare professionals has a long & successful history and relies heavily on appropriate peer-to-peer engagement and deep understanding of roles & relationships. The role has a critical part to play in ensuring Scottish Government policy and legislation is understood and appropriately translated into the work programmes across NHS Scotland.

**Role of Directorate**

The professionally qualified clinical workforce accounts for 52% (681,000 staff) of the overall workforce within NHS Scotland. As HIS evolves into health improvement and health & social care intervention, the role of clinical professionals becomes even more important as the vast majority of patient or client activity (including service management) is provided under clinical and professional leadership.

HIS’ engagement approach with Healthcare professionals and their leadership is of critical importance, and is set to significantly increase with the growth of our work in the areas of ‘care’ and in fields beyond the walls of hospitals across health and care in the integrated environment.

Working closely with the medical Directorate the NSI directorate has a key role in implementation of service improvement, care assurance and Healthcare staffing legislation across the NHS and integrated systems in Scotland contributing critically to the improvement of safety and quality of care for people using Health and Social Care services.

**4. Key Result Areas, or Main Tasks, Duties and Responsibilities**

1. Lead and input to the planning, delivery and implementation of national programmes of work, ensuring external quality assurance informs national decision making on quality and safety of care.
2. Provide leadership and oversee the recruitment and ongoing management of a significant cohort of staff in the Directorate, to ensure they are effectively developed, organised and managed in line with organisation governance arrangements and, are able to support the strategic aims of the Directorate and the organisation.
3. Provide expert advice and guidance to senior leaders across NHS Boards, Health and Social Partnerships, Third and Independent Sectors, Professional Royal Colleges and Professional Regulators on key considerations in relation to safe, effective person-centred care and healthcare staffing, with the aim of sharing learning to secure improvements in health and wellbeing outcomes for individuals and communities, as well as improving service efficiencies.
4. Ensure effective budget management, use of financial and human resources within financial staff and clinical and care governance arrangements.
5. Negotiate with external stakeholders to commissioned work, agreeing budgets, planning and allocating resource to budget, undertaking financial forecasting, financial reporting to commissioned service i.e. Scottish Government.
6. Responsible for ensuring effective processes are in place to identify and actively managing potential risks to delivery by ensuring regular risk analysis. Where there may be an impact on successful delivery of programme/s, the post holder is expected to actively identify and implement solutions to ensure successful delivery.
7. Provide expert subject matter expertise/professional leadership and guidance to the planning, prioritisation and allocation of resources to support effective delivery of activity across the range of priorities across the Healthcare Staffing and Excellence in Care Programmes, Directorate, organisation and key stakeholder organisations.
8. Provide expert clinical leadership to the strategic development of the Healthcare Staffing Programme within Healthcare Improvement Scotland and across NHS boards, Integration Authorities (working closely with the Care Inspectorate) to build workforce planning capacity and capability and compliance with the duties outlined in the Health and Care (Staffing) (Scotland) Act (2019) to ensure safe and high-quality services and improvements in the standards and outcomes for service users. This may be in an environment of uncertainty and change which involves high levels of reputational risk for the organisation.
9. Post holder operates within the organisation’s strategic framework, contributing significantly to the development and delivery of the organisations strategic and key corporate objectives as part of the Directorate Management Team and other senior management groups across the organisation.
10. Provides strategic and operational management support to the Director to deliver the Directorate’s objectives, assuming a lead role for one or more directorate wide responsibilities.
11. Develop and monitor the business plan for the programmes and ensure oversight of programme activities to deliver the organisations operational and strategic plans.
12. Provide expert clinical strategic leadership for the development, implementation and evaluation of an integrated quality management approach to Healthcare Improvement Scotland complying with the specific duties outlined in the Health and Care (Staffing) (Scotland) Act (2019). This will involve both understanding and communicating highly complex and sensitive data and information in a rapidly changing environment across the breadth of clinical professions and NHS services.
13. Direct and provide leadership to the National Teams and Workforce Leads/ Excellence in Care Leads and teams within territorial boards to deliver programme objectives and share learning, ensuring effective interfaces are in place both nationally and locally with the work of the Scottish Patient Safety Programme and other relevant national improvement programmes
14. Ensure effective systems of professional and clinical governance are in place across programmes to enable effective judgement calls relating to the identification and interpretation of potential safety and quality of care issues, including key risks to direct patient/service user care, the safety of the clinical environment or wider public health and wellbeing, in order to minimise and manage present and future risks to patients, service users and staff. Where necessary, take robust and timely action to protect patients, service users and the wider public, up to and including advising on the closure of hospital wards and restriction of independent healthcare service provision, and provide highly specialist evidence-based advice on requirements for safe and effective treatment and care to support improvements to clinical services across in NHS Boards, HSCPs and independent healthcare.
15. Lead on the development of, and provide expert advice to, internal and external stakeholders on quality of care required for safe, effective and person-centred delivery of health and social care services. This will involve both understanding and communicating highly complex and sensitive data and information in a rapidly changing environment and the analysis and interpretation of highly complex situations which will lead to improvements in health and care services and ultimately the health and wellbeing outcomes for individuals and communities.
16. Provide a strategic leadership role for the application and commissioning of research and development for nursing and midwifery, engaging with Academic Institutions (establishing and chairing an academic advisory group) to identify and co-ordinate research opportunities, ensuring both programmes’ strategic direction is informed by a strong evidence base and contributes to the national research evidence.
17. Ensure the highest level of communication is achieved and maintained internally and externally, particularly where complex issues are identified and HIS expert input is required to ensure clinical, care and workforce complexities are fully explored and effective solutions developed.
18. Develop a proactive programme of work to sustain and improve Healthcare Improvement Scotland’s approach to workforce planning and improvement of quality of care and ensure readiness to address any subsequent recommendations or requirements arising from national policy, including collaborating with, and analysing data and reports from, a wide range of organisations across Scotland, the UK and internationally.
19. Develop and deliver national and targeted improvement support to enhance the delivery of safe, effective and person-centred nursing and midwifery care in order to improve patient outcomes.
20. Provide regular updates on progress of work to the National Programme Boards for both programmes and internally via Healthcare Improvement Scotland’s governance structures.
21. Establish, develop and sustain professional relationship and credibility with senior colleagues, from across health and social care services and Scottish Government, as an expert in workforce planning and the assurance and improvement of nursing and midwifery care required from health and social care providers across Scotland.
22. Manage multiple professional sensitivities that are driven by differences in political will and direction, and competing national and local priorities. Deliver sensitive solution-focused management of complex and emotional situations.
23. As part of Scotland’s Digital Strategy, lead on the development and delivery of national data platforms to aid the improvement, planning and quality control required to support national policy development, national performance review, national and local health and social care systems to improve understanding, planning for and delivery of workforce planning and quality of care.
24. Regularly deputises for the NSI Director/Deputy Chief Executive, working closely with equivalent external key officers, ensuring development and implement of effective synergies/ joint working and national approaches. The post holder will be expected to represent the Directorate and wider organisation at a senior management level in a variety of situations. This involves making decisions on behalf of the Director and judgements, interpretation and analysis of complex information such as UK and Scottish legislation and national policy.

**5. Equipment and Machinery**

* Hardware: PC, Fax, printers, photocopier, laptops, data projector, video-conferencing equipment
* Software: MS Office suite, Endnote, MS Teams

**6. Systems**

In order to plan and organise a broad range of complex activities, formulate and adjust organisation plans and business strategies use of the following systems is required:

* Incident and risk control reporting systems
* the performance management development programme to ensure that all staff have up-to-date personal development plans and are appraised twice yearly, and that individual training needs and requirements for support are addressed.
* Monitoring and electronic authorisation- of timesheets and leave systems (sickness absence, annual leave, flexi time).
* Electronic authorisation of purchase orders through PECOS
* Recruitment and human resources procedures for staff, secondees and clinical advisors.
* Suite of Microsoft applications in order to produce reports and documents.
* Bespoke databases to ensure robust data are available to meet the needs of the organisation.

**7. Decisions and Judgements**

The post holder will gather, interpret, analyse and compare highly complex data and facts to develop a range of options for policy and service development. This is a highly skilled professional role although not directly patient facing, the decisions and influence have impact on direct clinical care and on decision making in the organisation. The post holder:

1. Works within a framework of annually agreed objectives and reports to the NSI Director/Deputy Chief Executive
2. Is responsible for development and implementation of policy direction by interpretation and analysis of highly complex information where expert opinion varies and working with external partners such as territorial and special NHS boards.
3. Provides expert advice and leadership to Healthcare Improvement Staff across health and social care relating to all aspects of workforce planning/ improvement and assurance of Nursing and Midwifery care, and to senior external stakeholders across the health and social care service and Scottish Government.
4. The post holder will be expected to work autonomously, within the parameters of established priorities, policies and procedures, by setting their own work agenda and providing expert advice and leadership to Healthcare Improvement Scotland staff relating to national improvement priorities. They report directly to the Director only seeking permission from the Director where necessary to proceed with any matters out with the scope of the post holder’s delegated authority. The post holder is expected to identify and implement achievable solutions to problems as they arise or are anticipated.
5. The post holder will be directly responsible to the Director of NSI/ Deputy Chief Executive and will work with high levels of autonomy to oversee the long-term strategic planning and delivery of the Excellence in Care and Healthcare Staffing programmes at a national level.
6. The post holder operates within the organisation’s strategic framework to which the post holder contributes as a member of the Directorate Management Team and deputises for the Director as and when required at internal and external meetings.
7. The post holder is expected to select and apply appropriate methodologies based on rigorous evidence based principles and make decisions regarding the optimum strategy which may include combining a range of clinical and cost effectiveness evidence. These evidence sources may be complex and frequently be conflicting and will require development of novel solutions to ensure activities are successfully implemented.
8. The post holder will be responsible for providing expert professional and clinical advice and decisions on often emotionally sensitive, complex multi-factorial issues which can have a high political profile and impact the quality of care for individuals and groups and on the provision of healthcare services. This requires the postholder to use high levels of clinical judgement, understand and analyse the relevant evidence base, and contemporaneous approach to practice, recognize the limits of the evidence base commissioning new research and evidence within scope of practice and identify others with expertise to contribute all while working under pressure in a complex changing environment.
9. The postholder will play a significant national role in leading on the research activity to inform the methodology and evidence base for staffing level tool development ensuring the underpinning evidence base to inform health and care staffing is robust and credible going forward, allowing Scotland to become international leaders in this area.
10. Ensure effective systems are in place across Excellence in Care and Healthcare Staffing Programmes and the wider organisation through HIS’s One Team approach to Care Assurance and Monitoring Boards compliances with the Health and Care (Staffing) (Scotland) Act (2019) to enable effective judgement calls relating to the identification and interpretation of quality of care and workforce issues or concerns in national reports and recommendations, establishing the key implications for Scotland, developing proactive guidance and disseminating the information across territorial and special NHS Boards in the most effective ways, and clarifying the respective responsibilities of Healthcare Improvement Scotland, Integrated Joint Boards/Health and Social Care Partnerships and partner NHS Boards in order to minimise and manage present and future risk to patients.
11. Responsible for identifying and actively managing potential risks to delivery of the work of the programmes by carrying out regular risk analysis. Where there may be an impact on successful delivery of the programme, the post holder is expected to actively identify and implement solutions to ensure successful delivery
12. The post holder has decision making authority for the oversight of the programme budgets and will make decisions which will impact on the professional workforce across NHS Scotland and associated costs.
13. The post holder will be expected to represent the Directorate and wider organisation at a senior management level in a variety of situations. This involves making decisions on behalf of the Director and judgements, interpretation and analysis of complex information such as UK and Scottish legislation and national policy.
14. Required to interpret and implement organisational and national strategies/ frameworks/ policies or legislation in relation to their relevance and impact on the Directorate of NSI, in order to contribute to the setting of goals for the Directorate.
15. Constraints are defined by Healthcare Improvement Scotland and NHS Scotland health policies or legislation.

**8. Communications and Working Relationships**

The post holder will have significant influencing, negotiating and persuasion skills and professionalism to establish a high degree of credibility on delivering national implementation and improvement support programmes where there are likely to be conflicting priorities and views amongst senior leaders from health, social care, third sector, independent care sector, housing sector and trade unions.

The post holder will be required to provide receive and analyse highly complex sensitive and often contentious information in an environment where there are barriers to change often engaging with individuals and groups antagonistic and hostile to the information. For example when working with staff side and professional colleges or when working directly with groups of staff.

The post holder operates within the organisation’s strategic framework and contributes as a member of the directorate management team On behalf of the NSI Director/Deputy Chief Executive the post holder will work closely with Associate Chief Nursing Officer/ Policy Managers in CNOD (SG) and key officers of Public Health Scotland, NES, NHS Boards and Integrated Joint Boards to develop and deliver the Healthcare Staffing/ Excellence in Care programme ensuring effective synergies and national approaches.

The post holder will provide an interface between government policy, professional bodies, other national organisations and service delivery organisations (NHS Boards, HSCPs and independent healthcare organisations), developing and managing multilayer relationships in order to influence policy and ensure that national care assurance and monitoring activities are relevant, impactful, coordinated and address the issues that will have maximum impact on the health and wellbeing outcomes for people in Scotland.

The post holder will work closely with the relevant Associate Directors across Healthcare Improvement Scotland to ensure effective integration and interfaces between Healthcare Staffing and Excellence in Care and the organisations wider improvement and assurance programmes.

The post holder will demonstrate skills of assertiveness, negotiation and persuasion to implement changes with stakeholders where constraints on time, resources and workforce provide barriers to the proposed changes or improvement.

**External**

The main external contacts of the post are:

* Senior policy leads and professional advisers from the Scottish Government Health and Social Care Directorates and MSPs and their researchers to provide authoritative advice, information and feedback to explain the work of Healthcare Improvement Scotland and respond to health and care improvement enquiries.
* NHS Board and Health and Social Care Partnership members, clinicians/practitioners, managers, Royal Colleges, national health and social care organisations and professional bodies, to enable them to provide effective national and local leadership for the work of the portfolio.
* National working groups and committees as necessary for the portfolio.
* International healthcare improvement organisations to share best practice, identify potential strategic partnerships and areas of common interest, and further establish and enhance Healthcare Improvement Scotland’s reputation.
* Professionals and experts from clinical, scientific, practitioner and patient and public backgrounds, to harness knowledge that will form the basis of best practice guidance and direction. University Departments as required to solicit input to knowledge, evidence and evaluation processes or to provide education and training
* The media as and when required to respond to press enquiries.

**Internal**

The post holder has substantial contact with the following colleagues:

* Healthcare Improvement Scotland Board members as appropriate (executive and non-executive directors). Regularly report, make recommendations and advise on improvement activities;
* Directorate Management Teams – work closely with colleagues to influence thinking and planning; Including Improvement Associates who will be commissioned to provide additional advice and support to elements of the work programme to ensure compliance with performance targets and strategic objectives.
* Staff and representatives (including trade unions, professional organisations, and non-union representatives) - Consult with and involve staff and their representatives in the improvement work delivery models and on all matters that affect them working in a complex environment of strategic change to deliver contentious information.
* Planning Unit to ensure the work plans are integrated with the overall organisational work programme.
* Public Involvement Unit/ Scottish Health Council to ensure that all improvement and implementation activity

**9. Physical, Mental and Emotional Demands of the Job**

**Physical**

* Requirement to regularly travel throughout Scotland and the UK in order to deliver the Directorate’s objectives.
  + Inputting at keyboard to respond to email, write reports, prepare presentations and enter data (can be for extended periods of time, and on a daily basis).
* Sustained effort and high concentration to meet deadlines.

**Mental**

* Regularly presenting complex information to diverse audiences.
* Extensive report editing/writing.
* Analysis and interpretation of data.
* Dealing with frequent interruptions and transferring thinking quickly between varied and competing demands.
* Intense concentration required frequently over long periods of time to analyse and interpret highly complex information/detailed reports with multiple interruptions due to competing priorities needing immediate response
* Chairing regular meetings.
* Representing the Directorate at national and international events.
* Prioritising the competing demands of the quality of care work portfolio from both internal and external stakeholders.
* Balancing Directorate and wider organisational activity to meet differing external and internal pressures.
* Managing and supporting sensitive and challenging situations with senior stakeholders.

**Emotional**

* Frequently dealing with distressing clinical information and data (Daily)
* Frequently managing and resolving conflict with senior clinicians and managers from across the health sector, professional and staff side organisations and Scottish Government who have differing perspectives and political agenda in relation to programme delivery (Daily)
* Will frequently deal with distressing and emotional circumstances for example; when delivering judgement and feedback about the quality of care to staff and organisations who may not be receptive in a high profile politically sensitive environment; delivering messages to staff about poor or underperformance; dealing with emotionally distressing material and reports either from complaints or from inspections/ reviews of the quality of care; dealing with emotive and distressing staff issues (Monthly).
* Developing and managing effective relationships with key internal and external stakeholders with regard to collaborative working and sharing of knowledge and intelligence (Daily).
* Dealing with complex and sensitive employment issues e.g. performance, attendance, discipline, grievance and dismissal (Quarterly).
* Operating with awareness and sensitivity, anticipating stakeholder needs and resolving conflict (Daily).
* Supporting and providing advice to teams across the Directorate (both public and professional members) (Daily)
* Occasional exposure to distressing patient stories and information (Weekly).
* Working sensitively and providing clinical supervision to staff members and others in the wider system who are exposed to distressing clinical events (Weekly)
* Occasionally dealing with patients and members of the public who have poor and distressing experiences via the complaints processes or in managing concerns raised about NHS care or through public partner engagement with the programmes of work (Weekly)

**10. Most Challenging/Difficult Parts of the Job**

* To secure, through effective leadership, support and commitment from senior organisational staff across all boards in Scotland for the assurance and continuous improvement of the quality of Care and the delivery of the Health and Care Staffing legislation in a complex and changing political environment where there is uncertainty and change
* Developing and implementing national strategies and programmes.
* Managing the development of a broad portfolio of work simultaneously.
* Establishing and maintaining credibility with senior managers and clinicians involved in and responding to Healthcare Improvement Scotland national programmes.
* Confident engagement with Scottish Government officials, NHS Board Executive and Non-Executive members and other senior stakeholders, on contentious and highly sensitive findings and resulting actions given the high-profile public interest.
* Ensuring assurance and improvement activities have a key role as a catalyst and support for improvement of services for patients.
* Balancing the differing views of stakeholders while maintaining a robust and transparent approach in delivery of the portfolio where opinion varies.

**11. Knowledge, training and experience required to do the job**

The post holder will require to demonstrate both a high level of professional clinical skill and theoretical knowledge and depth of experience across a number of areas gained over a significant period of time including expert, advanced healthcare professional expertise, leadership and management of people, budgets and strategic and operational policy development.

1. Educated to degree level or equivalent.
2. Registered healthcare professional with an active registration and extensive experience gained across a number of NHS services.
3. Educated to Masters level qualification or equivalent level of knowledge and proven experience of management at a senior level within a relevant area e.g. diverse multi-disciplinary clinical services.
4. Extensive experience of working in a senior clinical leadership and management role.
5. Extensive professional leadership and operational experience in all aspects of workforce planning
6. Expert knowledge and extensive experience of using workload planning methodologies to predict future staffing need
7. Extensive expert knowledge of clinical best practice, assurance and improvement of clinical services and current Government health strategy and policies, and the challenges faced at local and national level in relation to implementation.
8. Expert knowledge and extensive experience in leading and developing assurance methodologies at a senior level and understanding of existing complexities and future challenges across a range of healthcare settings including, acute hospital, adult mental health and prisoner and police custody healthcare.
9. Expert knowledge and practical application of improvement methodologies in health, social care or local authority services.
10. Demonstrable authentic leadership characterised by self-awareness, reflective practice, openness and honesty, coupled with the ability to deliver high performance.
11. Demonstrable leadership and application of best practice clinical delivery of care.
12. Demonstrable track record of achievement in relation to innovation, portfolio and programme management and delivery of goals against targets and within tight timescales.
13. Experience of developing and maintaining effective relationships with a wide range of stakeholders, ideally across sectors at national level.
14. Previous experience of both enabling and facilitating a wide range of health and social care stakeholders (including individuals who use health and social care services, carers and communities) to engage as equal partners in the work of designing and implementing improvement programmes.
15. Authentic, effective leadership, influencing and negotiation skills.
16. High level communication skills both oral and written.
17. Analytical skills to analyse and interpret complex information.
18. Experience of financial management and risk management acquired through senior operational management experience..
19. Experience of line management for a single or multiple departments, including recruitment, career development, performance and evaluation utilising Once for Scotland Policies.